

8 January 1949

MEMORANDUM TO: [REDACTED]

25X1A9a

FROM: [REDACTED]

SUBJECT: Training Programs for [REDACTED] 25X1A2d1

1. Any consideration of the specific problems incident to training programs in connection with [REDACTED] must necessarily 25X1A2d1 entail an analysis of the overall training policy of OPC. Up to this point I have not seen nor heard an expression of policy on this subject, so I am taking this occasion of bringing to your attention my thoughts in the matter of training.

2. In my planning thus far for both [REDACTED] 25X1A2d1 I have, to a great extent, contemplated procuring for both those programs personnel who possess such qualifications, background, and prior training that they will need a minimum amount of formal training after their recruitment. Instead, rather, I have considered that theirs would be an indoctrination rather than a formal training program. I realize, of course, that as time goes on and more and more personnel are procured there will be less and less "pre-trained" personnel available, and we may very well be obliged to lean upon a formal training program which would have to be imparted to those persons having aptitude for such training.

3. I assume, although I have heard no expression of policy on the subject, that each Group or Program Chief will have a voice in selecting the subject material to which his personnel will be exposed in the training processes, but that the actual training will be carried on by the Executive for Administration and Training, acting through his Training Chief. With this in mind, I am planning to prepare a memorandum setting forth what I 25X1A2d1 consider to be my training needs at this time for [REDACTED] and to submit this memorandum through [REDACTED] 25X1A9a

4. Meanwhile, however, I have asked [REDACTED] 25X1A9a to attend certain selected sessions of the OSO school, both for his own benefit and by way of taking samples of what they are offering in the course. He has reported to me that the caliber of instruction is very good, but that much of the instruction given is based upon standing operating procedures and agreements existing between CIA, as such, and other governmental agencies, including the Department of National Defense and the State Department.

5. This being the case, it strikes me that OPC should not, as part of its training policy, make it a practice to send OPC trainee personnel to any OSO or other CIA courses without first carefully scrutinizing the individual courses to make sure that doctrines or policies taught in such courses are not contrary to OPC practices (even though they might be in perfect accord with policies and practices of CIA, as such). I make this

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observation in view of the fact that it is my distinct impression that OPC is not necessarily bound by pre-existing agreements or working arrangements between CIA and any other governmental agency. Therefore, if training currently being given by the OSO school is based upon policies evolved pursuant to any such pre-existing agreements, it might serve to confound and confuse our trainee personnel and to inculcate in them doctrines which would be erroneous from our standpoint.

6. Moreover, I believe it should be recognized that the substance of the various training courses offered elsewhere in CIA will probably not, in most instances, fit the needs of OPC. It is submitted that processes of intelligence and intelligence gathering are considerably different from the processes of operations for which OPC is responsible.

7. Training should, in my opinion, be always recognized as a means to an end, and not an end in itself. During the recent war, much time was wasted and many sins committed in the name of "good training", which all too frequently was of the made-work, time-killing variety. Army organization commanders often chafed in utter frustration while obliged to watch necessary work go undone, because their key personnel were taken from them and sent off to school for "training".

8. It is recommended that consideration be given to the foregoing thoughts in connection with the formulation of any policies with respect to OPC training.

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cc: OPC Files
OPC Chrono
MWB Files ✓
MWB Chrono

Extra - 

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